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Second country cooperation framework for Namibia (2002-2005)

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Introduction

1. The second country cooperation framework (CCF) for Namibia (2002-2005) is the outcome of a series of intensive consultative processes, involving the Government of Namibia, multi- and bilateral development partners and civil society organizations (CSOs). The CCF is based on the Government's Second National Development Plan (NDP2), the United Nations Development Assistance Framework (UNDAF), signed by the Government and the United Nations Resident Coordinator in January 2001, and the Common Country Assessment (CCA), undertaken in 1999. The *Namibian National Human Development Report 1999* and the preliminary findings of the *Namibian National Human Development Report 2000* also contributed to the preparation of the CCF. The CCF takes due note of the country office's strategic results framework (SRF) and its result-oriented annual report, as well as the UNDP Business Plan (2000-2003). The second CCF has been harmonized with the programming periods of the United Nations Development Group agencies operating in Namibia.

I. Development situation from a sustainable human development perspective

2. Namibia is one of the most arid countries in the world and the most arid country south of the Sahara. Water scarcity and poor soils limit crop cultivation to the north of the country, where water and irrigated land is less scarce. The agricultural potential of the central and southern regions is confined to extensive livestock farming. Despite these constraints, 70 per cent of the population is dependent on agriculture. The scarcity of water and recurrent and prolonged droughts constitute major challenges to food security and poverty.

3. The average gross domestic product (GDP) of about $2,000 per annum, together with strong capital exports, masks the extent of the development challenges facing the nation. One of the major problems faced by Namibia's economy is the high level of inequalities in assets and income distribution inherited from the past apartheid regimes. The ratio of per capita income between the top 5 per cent and the bottom 50 per cent of the population is 50:1. A substantial proportion of the population is living below the poverty line. The high level of inequalities is also evidenced by the relatively low level of the 2000 Human Development Index (HDI) (0.648) and the relatively high 2000 Human Poverty Index (24.7 per cent). Poverty affects women more than men. According to the 1993/1994 Namibia Household Income and Expenditure Survey, about 41 per cent of female-headed households are poor, compared to 36 per cent of male- headed households. The reduction of inequalities at the national and regional levels is thus a key sustainable human development (SHD) challenge for the Government, which aims at the goal of halving poverty by 2015. During 1993-2000, the GDP average annual growth was 4.4 per cent, with a GDP per capita growth of some 1.2 per cent per annum. However, in order to have a real impact on poverty reduction, the growth rate needs to be increased further. Economic growth in 2000 has been due mainly to the positive performance in areas such as agriculture, mining, manufacturing, transport, communication, wholesale and retail trade, tourism and the Government (Bank of Namibia, 2000). On average, consumer prices increased 8.8 per cent per annum over the period 1993-2000 and have been relatively stable.

4. The 1991 census recorded Namibia's population at 1.4 million, growing at 3.1 per cent per annum, somewhat faster than that of other countries in the region, such as Botswana (2.9 per cent), Lesotho (2.5 per cent) and South Africa (2.4 per cent). Approximately 60 per cent of the population live in the northern communal areas. The projected population for 2001 is 1.8 million, reflecting the impact of HIV/AIDS, which, in 1999, accounted for 26 per cent of deaths in hospitals[1].

5. Namibia currently ranks as the seventh most HIV/AIDS- infected country in the world, with an overall prevalence rate of just under 20 per cent among the adult population. One in five Namibians between the 15 and 49 years of age are infected by HIV, implying that the demographic structure of the population will change significantly, resulting in a small number of young adults having to support a large number of young and old people. By the end of 1999, the estimated HIV prevalence rates for the group between 15 and 24 years of age ranged from 19 per cent to 21 per cent for females, compared to 8 to 10 per cent for males[2]. The high rate of HIV infection in Namibia and its impact on life expectancy, alongside the already mentioned high level of inequalities, may account for the relative low HDI level of Namibia in 2000, despite the positive growth of the economy.

[1] Ministry of Health and Social Services: Epidemiological Report on HIV/ AIDS 1999.

[2] United Nations Population Fund, DP/FPA/NAM/3, New York, page 5.

6. Land reform is one of the key challenges in socio-economic development and good governance in Namibia. Not only is a vast majority of Namibia's population predominantly rural-based, where their livelihoods are linked intrinsically to land and its natural resources, but the legacy of the successive colonial governments (German and South African) also continues to pose serious challenges to the Government's efforts to find lasting solutions for the land question. These challenges relate to a skewed pattern of land ownership, whereby a small group of white commercial farmers (less than 5 per cent of the total population) own 44 per cent of the best agricultural land, while more than 80 per cent of the population of exclusively indigenous communities has access to only 41 per cent of the available agriculture land.

7. The Government's efforts to address the problem since 1990 have had a limited impact. This is attributed to the complexity in the development of appropriate land reform strategies, which are characterized by fundamental points of disagreement and legal impediments and challenges. One such challenge is the entrenchment of the rights of private property in the Constitution of the country. As a result of this entrenchment, the only legal option for land acquisition available to the Government is through open markets as part of the "willing seller-willing buyer" principle. Viewed as an important factor in the slow pace of the reform process, opposition to the "willing seller-willing-buyer" principle is beginning to emerge from many sectors. The Government is urgently addressing new policies and programmes to redress the problem legally and efficiently.

8. The National Development Plan (NDP1) was implemented over the period 1995/1996-1999/2000. In 1998, the Cabinet approved a National Poverty Reduction Strategy, and an accompanying National Poverty Reduction Action Programme (NPRAP) has also been developed. NDP1 achieved positive results for economic growth but had only a marginal effect on poverty reduction. Thus, the Second National Development Plan (NDP2) 2001-2005, currently being finalized, carries forward the four NDP1 national development goals (reviving and sustaining economic growth, creating employment opportunities, reducing inequalities in income distribution and eradicating poverty), while augmenting them with three other goals (reducing regional development inequalities, promoting gender equality and equity and promoting economic empowerment).

9. NDP2, which also incorporates the NPRAP, will be launched during the last quarter of 2001. Round Table Consultations are being contemplated to help the Government to achieve the widest possible sectoral consultations with donors and funding commitments for critical elements of the Private Sector Investment Programme. With respect to SHD perspectives, NDP2 gives great importance to the areas of HIV/AIDS, poverty and inequality reduction and the generation of sustainable livelihoods and job creation. Capacity-building for policy implementation, regional planning and coordination and civil and community development remain major challenges.

10. Building on the CCA (1999) and reflecting the expanded objectives of NDP2, the UNDAF (2001-2005) focuses on two overarching themes (poverty and HIV/AIDS), for United Nations intervention over the next programming period, to coincide with the NDP2 planning horizon. It recognizes that the reduction of poverty and inequality, job creation, the reduction of unemployment, human resource development and institutional restructuring are integral to the objective of halving poverty by the year 2015 and the long-term national objective of graduating into the rank of a developed country by the year 2030. This objective is captured and given momentum in Vision 2030, the national long-term perspective study currently under way. Importantly, the UNDAF was approved by the Cabinet and as such has become an integral part of the development process and documentation in Namibia.

II. Results and lessons of past cooperation

11. The country review for Namibia, undertaken in November 1999, confirmed that the focus of UNDP interventions under the first CCF were valid and consistent with the objectives of NDP1 and the overall priorities of UNDP. The country review also revealed some important lessons, namely, that there was very little coordination between the various programmes and projects, and that by having aimed to attain a wide range of objectives, the UNDP programme resulted in diffuse focus and/or impacts.

12. Thus, the country review suggested that, given the limited resources and capacity for implementation, the future UNDP programme should concentrate more on a few critical areas for impact and effectiveness, and better linkages should be established between activities and projects in the selection of areas of concentration. The review also recommended extensive use of national execution for all project implementation. In addition, it noted that since poverty is the major determining factor in the cause of HIV/AIDS, future poverty reduction interventions should target this problem.

13. While important lessons were learned from the first CCF, a number of positive results were also achieved in the area of SHD. The UNDP-supported Poverty Programme in Namibia comprised two components, national-level capacity-building and strategic poverty pilot initiatives. Both components aimed to build the Government's capacity in establishing effective mechanisms for poverty reduction.

14. UNDP and the World Bank's advocacy and systematic approaches to poverty issues resulted in the drafting of a Poverty Reduction Strategy for Namibia, which was approved by the Cabinet in 1998. The concomitant NPRAP was drafted with Swedish International Development Agency funding and has subsequently been integrated into NDP2.

15. Among the strategic poverty pilot initiatives, the Ohangwena Pilot Poverty Reduction Programme successfully fostered cooperation between local and central governments, non-governmental organizations (NGOs) and the United Nations system, and implemented integrated grass-roots activities in five constituencies in the region. With this success, an evaluation in mid 2000 recommended an expansion to other regions.

16. The Omaheke Integrated Development Project was implemented in partnership with OXFAM Canada and the Ministry of Agriculture, Water and Rural Development, with financial support from the European Union and OXFAM United Kingdom. Through the UNDP support, for the poorest target communities, the Omaheke Integrated Development Project facilitated the construction of 80 shelters, 62 ventilated pit latrines and 14 water installations, and provided training for 12 water point committees. The Project also helped to diversify income-generating opportunities through the provision of training and financial support.

17. In support of SHD, a contract was granted to the Katutura Enterprise Youth Centre for the Construction Enterprise Training Unit in 1999. The Unit is now fully equipped with the tools and machines required to deliver intensive training and has enabled the Katutura Enterprise Youth Centre to conduct integrated on-site vocational training, starting with 65 trainees in 2000. Trainees are offered basic training through 10-week intensive courses in metalwork, bricklaying or woodwork, with a common theme of mathematics, technical drawing and personal, social and health education. Trainees are also introduced to "My Future My Choice", a course on HIV/AIDS awareness. To ensure sustainability of the training, young Namibians are deployed to the programme as apprentice trainers, who will move into positions of instructors capable of delivering both basic and advanced courses.

18. UNDP has been sponsoring a project on upgrading the skills of rural teachers. The project has strengthened regional coordination for the Basic Education Teacher's Diploma course through the Teacher Training Colleges. The programme has registered 2,305 teachers to date.

19. A portfolio of activities aimed at the promotion of small and medium enterprises (SMEs) in the northern regions of Namibia has been undertaken in partnership with the Ministry of Trade and Industry and selected national institutions, as part of the SME Development Programme. The Programme has provided training for eight Ministry of Trade and Industry regional officers in SME-related policy planning, coordination and monitoring. Six United Nations Volunteers (UNVs) provided technical assistance in SME support to national and non-governmental institutions. The Joint Consultative Committee was supported to enhance information-sharing and dissemination and has compiled and distributed an SME service provider's directory.

20. Some 275 micro-business operators in Caprivi, Ohangwena, Oshana, Omusati and Oshikoto Regions have been provided with training in entrepreneurial and management skills. Two activity centres in Ohangwena and Caprivi have been established. A feasibility study on a village/community banking initiative has been completed and concluded that the initiative is viable. Subsequently, a project proposal has been developed and its implementation will be supported by the German Agency for Technical Cooperation.

21. In Ohangwena Region, an open market for small-scale entrepreneurs in Eenhana was constructed, and a craft workshop for the San community was provided in Ekoka. UNDP also supported the design of the Enterprise Namibia, an initiative based on the EMPRETEC (*Emprendedores Technologia*) model. Enterprise Namibia has been registered as an independent, non-profit company and provides tailor-made support to small-scale enterprises in the country.

22. The UNDP Good Governance Programme targeted the Office of the Ombudsman for issues relating to human rights, and the Ministry of Regional and Local Government and Housing for decentralization. For the Office of the Ombudsman, an assessment of short-term training was undertaken and a tailor-made training programme was developed to address the areas of communication skills, dispute resolution, community outreach and legal education. In addition, a strategic plan was also developed

to improve effectiveness, efficiency and goal orientation at the Office.

23. UNDP collaborated effectively with the Ministry of Regional and Local Government and Housing in the implementation of the decentralization policy adopted by the Government of Namibia in 1996. With UNDP assistance, several pieces of legislation were reviewed, amended and redrafted, including the Decentralisation Enabling Act, the Regional Councils Act, the Local Authorities Act, the Traditional Authorities Act, the Housing Act and the Act for the Trust Fund for Regional Development. Furthermore, the Ministry has been successfully restructured to better implement the decentralization policy. As a result, the Directorate of Decentralization Coordination and the Ministry of Regional and Local Government Financial Committee were established. Substantial training was provided to the relevant staff of the Ministry and regional and local authorities on basic concepts of decentralization, internal audits and administration. The Ministry was also provided with assistance to develop strategic plans for the implementation of the decentralization policy, assess the capacities of the regional councils and provide community-level training on decentralization, as well as the development and implementation of a civic education campaign implemented by two Namibian non-governmental organizations. The activities attracted additional funding from Norway and the Ford Foundation.

24. In the area of environment management, UNDP leveraged considerable non-core funding, especially from the Global Environment Facility, both for the intersectoral as well as the trans-boundary environmental projects (e.g., the Benguela Current Large Marine Ecosystem and the Okavango River Basin Commission), with several positive results. UNDP kept all key stakeholders involved and ensured clear and open communication at all stages. The Southern Africa Botanical Network (SABONET) Programme demonstrated that a good programme management structure enhances effectiveness and leadership. The SABONET Secretariat ensured effective communication among participating countries by employing mechanism such as newsletters, joint training and field trips.

25. The Capacity-building for Economic Management Programme was a collaborative effort by UNDP, the United Nations Department of Economic and Social Affairs, the United States Agency for International Development, the National Planning Commission Secretariat, the Ministry of Finance and the University of Namibia. UNDP and the World Bank supported a national capacity-building assessment exercise, which involved the public and private sectors and civil society, and provided information on the existing capacity against the current and projected requirements. The Government is currently formulating a national capacity-building strategy. UNDP also provided support to strengthen the capacity of the National Planning Commission Secretariat in development cooperation and the formulation of the Vision 2030 document. More than 160 officials from the Secretariat and the Ministry of Finance were trained. Training programmes are under development for the National Planning Commission and the Ministry of Finance, and will form a basis for a future economic management capacity-building programme.

26. Over the period of the first CCF, the UNV programme provided approximately 50 UNV specialists and field workers for capacity-building and personnel gap-filling in various sectors (education, health, humanitarian relief, poverty reduction, etc.).

27. As a whole, the concrete results achieved under individual projects have contributed towards the development of new policies and frameworks, capacity-building of government institutions and local communities and diversification of the ways and means to reduce poverty in Namibia. Thus, it is important that UNDP, while increasing a number upstream policy interventions and advocacy activities, should maintain some strategic initiatives and demonstrative pilot projects in selected areas.

III. Objectives, programme areas and expected results

28. The overall objective of UNDP development support to Namibia for the period of the second CCF is to provide advocacy and upstream policy development for strategic thinking and planning and to play a catalytic role for resource mobilization in the national priority issues of poverty reduction, HIV/AIDS and sustainable development. This objective was formulated in accordance with the principles of the UNDAF, NDP2 and the forthcoming Vision 2030.

29. The UNDAF in Namibia pledges that the United Nations system, including UNDP, will use its limited programme resources for strategic and catalytic interventions to develop management capacity for SHD, in response to national priorities, with particular focus on poverty, inequity, and HIV/AIDS reduction.

30. UNDP development interventions will be undertaken through a human rights-based approach. In the course of the implementation of the CCF, UNDP will forge strategic partnerships with relevant stakeholders in the public and private sectors and civil society and multi- and bilateral development partners. The human and financial resources of UNDP will be applied to support the Government in the implementation of NDP2 for the next five years.

31. In view of the UNDP comparative advantage in terms of specialized expertise and experience in SHD (e.g., via the Subregional Resource Facility and the Bureau for Development Policy), the most strategic level of intervention will take the form of advisory services and advocacy at a macro level. However, pilot activities will continue to be undertaken in selected strategic areas.

32. In line with the UNDAF, UNDP interventions will focus on three broad areas: (a) support to the implementation of the National Poverty Reduction Action Programme (NPRAP); (b) prevention and mitigation of HIV/AIDS; and (c) support for sustainable development through environmental initiatives.

A. Poverty reduction

33. UNDP will support the Government in the area of poverty reduction, by strengthening the implementation and coordination of the NPRAP through an integrated approach to address the multidimensional nature of poverty, as outlined in UNDAF. The Government of Namibia considers the implementation of the Poverty Reduction Strategy through the NPRAP as the main future prospect for poverty reduction in the country.

34. The Poverty Reduction Strategy and the concomitant NPRAP recognize poverty as a crosscutting phenomenon. They define explicitly the proposed anti-poverty measures to be undertaken and the respective roles and capacity needs of various government and other supporting agencies, for the provision of superior-quality and gender-sensitive anti-poverty services, policies and programmes.

35. UNDP support to the Government in the implementation and coordination of the anti-poverty programme, especially the NPRAP, through an integrated and multidimensional approach (i.e., monitoring and evaluation, governance, inter-agency cooperation, participation of the poor, policy harmonization and gender responsiveness), will place emphasis on pursuing the following outputs:

Decentralization and local governance

36. Emphasis will be placed on decentralization and local governance, assisting various local government offices to prepare and effectively utilize of regional poverty profiles on a biannual basis. Such profiles will accurately reflect the extent of poverty in a gender-sensitive manner, and will be used to measure policy and programme performance, as well as to promote upstream policy and programme development through regional poverty fora on how to reduce poverty.

37. Following the evaluation of the Ohangwena Pilot Poverty Reduction Programme (1997-2001), UNDP will continue to build on lessons learned from the pilot activities and to expand the Programme to communities in other regions. In the framework of the UNDAF, UNDP will strengthen the Ohangwena Regional Council in realizing its poverty reduction objective and in mobilizing resources to implement further activities that have already been integrated into the Ohangwena Regional Development Plan.

38. In line with the UNDAF, UNDP will work with the Government to develop indicators for poverty monitoring, to assess the implementation of the NPRAP in general, and the Ohangwena Poverty Reduction Programme in particular.

Capacity-building

39. UNDP and the Government have designed a technical UNV Support Programme for a government capacity-building initiative for the period 2001-2005. The Programme seeks to address the identified critical shortage of qualified professionals in Namibia, and is expected to improve government capacity to contribute to achieving the priority development objectives of NDP2 and the UNDAF, by providing international and national UNVs primarily for capacity-building but also as a short-term stop-gap measure. A total number of 1,070 national and international UNVs are required for the five-year period 2001-2005.

40. The evaluation of the Capacity Building for Economic Management Programme recommended further support for the Programme. However, the Government is also planning to harmonize and consolidate all national capacity-building initiatives, through the implementation of the National Capacity Building Strategy. The Strategy is based on a broad vision of economic and social development and is expected to play a major role as a guiding tool for policy

makers, trainers, employers and the donor community in all efforts geared towards capacity-building in Namibia. UNDP will further support capacity-building for economic management through the implementation of the National Capacity Building Strategy. UNDP support to the Capacity Building for Economic Management Programme will ensure the provision of adequate (qualitative and quantitative) human resources needed for the effective implementation of NDP2.

Land reform

41. The Government has resolved to undertake accelerated land reform initiatives during the NDP2 period, within the scope of existing legislation. The Government views the Land Tax Regime and the Land Acquisition and Development Fund as the most critical instruments to accelerate the process of land reform. These instruments are intended to be used to raise much-needed funds for land reform locally, while serving as a credible repository for locally raised and externally generated funding. UNDP support to Government will focus on the provision of technical advisory services (long- and short-term) to the Government to develop and implement an effective land tax system and establish an effective Land Acquisition and Development Fund, in order to assist in attracting further donor assistance.

42. UNDP will assist the Government to create an effective and sustainable institutional capacity within the Ministry of Lands, Resettlement and Rehabilitation to acquire 36,000 hectares of commercial land and make them available to formerly disadvantaged and landless Namibians. The Government plans to resettle 180 families over the period covered by NDP2. This would enable the beneficiaries to earn a decent living, with a resultant positive impact on the reduction of unemployment and poverty, as well as the promotion of employment creation and equity in Namibia.

Private sector development

43. In creating employment opportunities and reducing poverty, NDP2 gives significant importance to the private sector, especially small and medium enterprises. Towards this end, UNDP will undertake a critical assessment and analysis of the present policy and legislative frameworks related to private sector and SME development, as formulated in action plans since 1990. The expected result will be the identification of gaps and strategic policy advice and programmes that will create an enabling environment for private entrepreneurship, especially SMEs, with a view to attaining sustainable economic growth in the country.

B. HIV/AIDS prevention and mitigation

44. UNDP will support the implementation of the national response to HIV/AIDS, thereby increasing life expectancy, reducing poverty levels and sustaining human development in Namibia. Support is expected to continue in tandem with support for poverty reduction, as interrelated and crosscutting development issues, and as a means of achieving the overall objective of the second CCF.

45. The UNDP strategic area of support will focus on adding value to the existing structures within the framework provided by the National Strategic Plan on HIV/AIDS (1999-2004), NDP2 and the United Nations system's HIV/AIDS programme management mechanisms (i.e., UNDAF and the United Nations Theme Group on HIV/AIDS and a Technical Working Group), with a view to providing effective support for the implementation of Namibia's national response.

46. In the context of the above-mentioned frameworks, UNDP has identified six key interventions to be pursued over the period of the second CCF, namely: (a) support for the decentralized response to HIV/AIDS in all regions of Namibia; (b) strengthening and operationalization of multisectoral management, coordination and facilitation at the national level; (c) support for national academic and research institutions for collaborative preparation, dissemination and application of socio-economic impact and other HIV/AIDS-related studies; (d) support for the development of the private sector response to HIV/AIDS; (e) establishment of the UNDP HIV/AIDS Unit, to provide policy and technical support to the programme components; and (f) strengthening the United Nations Theme Group on HIV/AIDS and its Secretariat, the Joint United Nations Programme on HIV/AIDS, to better assist Namibia in operationalizing its national response. It is expected that UNDP interventions will enhance the national institutional capacity in the Government, NGOs/CSOs and the private sector to plan and implement multisectoral strategies to prevent the spread of HIV/ AIDS and mitigate its social and economic impact. In designing and implementing activities, special attention will be given to women and girls. As a result, UNDP support will contribute towards the national target of reducing the HIV prevalence rate by 25 per cent among the 15- to 25-year-old age group by the year 2005, thereby maintaining life expectancy at a level higher than 42 years.

C. Support for sustainable development through environmental initiatives

47. UNDP has been expanding its environmental portfolio in order to assist the Government to lay a solid foundation for environmentally sustainable development strategies. This initiative was prompted by the growing recognition within Government that management of the environment is an integral element of sustainable development. NDP2 considers management of the environment to be a fundamental and crosscutting issue in the country's development efforts.

48. In line with the UNDAF, UNDP assistance during the period of the second CCF will focus on improvement of inter-country cooperation for the management of shared natural resources (e.g., the Okavango River Basin and the Benguela Current Large Marine Ecosystem), and the provision of policy advice and technical services for putting in place national frameworks for the sustainable management of renewable resources (e.g., fisheries and solar energy). UNDP will significantly enhance the Government's ability to mobilize additional resources in the environment field and further integrate environment management in its development planning. This, in turn, is expected to result in markedly improved capacity to meet national environmental challenges such as desertification, and achieve regional cooperation and coordination in shared natural resources and trans-boundary environmental issues. With the Public-Private Partnerships for Urban Environment Programme, Namibia's national and regional governments capacity as well as the capacity of the private sector will be strengthened to address the increasing problems of urbanization.

49. UNDP support will also build national capacity to cope with global-scale environmental changes (climate change and desertification), help the country to fulfil international obligations under international environmental conventions (the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change) and enable a close working relationship with UNDP trust funds, such as the Private Partnerships for Urban Environment Trust Fund and Capacity 21. Public-Private Partnerships for Urban Environment funding will support the ongoing national Public-Private Partnerships for Urban Environment Programme, while Capacity 21 funds will be applied to support Namibian participation in the 2002 Summit on Sustainable Development (Rio+10), by financing a national assessment.

IV. Management arrangements

50. The programme approach remains the main vehicle for development activities, and forms the basis for the coordination of external assistance and its integration into national programmes and processes. Increased implementation of programme activities by NGOs and community-based organizations will be encouraged, while the private sector will be engaged in strategic partnerships for programme funding and implementation. Utilizing the multisectoral and integrated approach to gender equality and equity, in collaboration with the United Nations country team, UNDP will support the Government in initiating and mainstreaming activities aimed at gender policies, programmes and the national budget. Skills in social, economic and gender analysis will be applied widely in policy analysis and programme development. In addition, strategic partnerships and networking will be supported and strengthened at all levels. For example, in the area of poverty alleviation, ways to involve NGOs and CSOs will be explored. In the area of governance, partnerships with bilateral donors, local government offices and CSOs are expected. In macroeconomic management and SME development, partnerships with the private sector are also envisaged.

A. Aid coordination

51. As part of upstream support under the second CCF, UNDP will provide technical assistance to the National Planning Commission in the preparation of Round Table Consultations, to assist the Government to achieve the widest possible sectoral consultations with donors and funding commitments for critical elements of NDP2 in the Private Sector Investment Programme.

B. Execution and implementation

52. As recommended by the country review (1999), national execution is the preferred modality for the management of programmes under the second CCF. UNDP will work with national institutions and NGOs that have proven technical and administrative capacities and can be held fully accountable for resource management and the achievement of results. Special measures will be taken to bolster capacity for national execution through training and to improve national ownership and prospects for the sustainability of development programmes. Where appropriate, supplemental specialized expertise and experience will be supplied United Nations agencies.

53. To ensure high-quality programmes and upstream advisory services, the second CCF envisages regular utilization of the accumulated knowledge, capacities and expertise within the United Nations specialized agencies, and accessing expertise through the Subregional Resource Facility network and the UNV programme. In addition, the sharing of relevant experiences among developing countries will be encouraged through the technical cooperation among developing countries modality.

54. With the launch of the five-year UNDAF process, United Nations agencies in Namibia are in the process of developing innovative approaches for the implementation of priority UNDAF programmes, with the aim of developing a stronger United Nations country team. The second CCF will cover a four-year period, in order to achieve harmonization with the UNDAF and the programme periods of other United Nations agencies.

55. Project management will be guided by the principles of results-based management, using the strategic results framework, the country office management plan and the results-oriented annual report. The three areas of programme support in the second CCF will be interlinked through coordinated work planning and participatory monitoring, evaluation and reporting processes, in order to facilitate a holistic approach to UNDP assistance.

C. Monitoring, review and reporting

56. The CCA and strategic results framework indicators will be used as monitoring instruments to capture the changes brought about by the second CCF. Result-based management techniques will be introduced to track the achievements of the interventions supported. To reflect the multifaceted nature of priority programmes, Inter-agency teams will participate in monitoring and reviews. At the project level, joint reviews will be conducted with a broader participation of stakeholders, including the Government, NGOs/CSOs and multi- and bilateral development partners. Such joint reviews will take place periodically, to give direction and discuss progress, as well as to direct the activities under the programmes. Major programmes and projects will be evaluated at mid term, as well as at the end of the period covered by the CCF. Annual reviews will be held with the Government, to coincide with its planning process.

D. Resource mobilization and partnership strategy

57. Targeted resource assignment from core resources will be used to provide high-quality policy advice to the Government and catalytic support for capacity-building and institution-strengthening. UNDP will develop a resource mobilization strategy to attempt to raise additional resources to supplement regular resources. Government cost-sharing will continue to be strengthened. Collaboration with other United Nations agencies will also be strengthened, for joint implementation of identified programmes in UNDAF priority areas (poverty reduction and HIV/AIDS).

E. Resident Coordinator system

58. In keeping with the assessment provided in the CCA and the UNDAF, UNDP will continue to place particular importance on the effective and team-driven management of the Resident Coordinator system, paying attention to the special needs of non-resident agencies. In this context, UNDP will seek to build on the recent achievements of the United Nations country team, exhibited by the harmonization of programming periods and the successful preparation of the CCA and UNDAF, upon which agency-specific programmes have been based, and joint programming. New processes will be developed to facilitate collaborative programming and common monitoring, evaluation and reporting on the performance of the UNDAF (2001-2005).

Annex

Resource mobilization target table for Namibia (2002-2005)

Source	*Amount (In thousands of United States dollars)*	*Comments*
UNDP regular resources		
Estimated carry-over into 2001	-117	Includes TRAC 1.1.1, TRAC 1.1.2 and earlier AOS allocations.
TRAC 1.1.1	878	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.	This range of percentage is presented for initial purpose only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentage will also be subject to availability of resources.
SPPD/STS	264	
Subtotal	**1 025**[a]	
UNDP other resources		
Government cost-sharing	6 290	
Third-party cost-sharing	6 100	
Funds, trust funds and other	10 734	
	Of which:	
GEF	10 274	
PPPUE Trust Fund	300	
Other	160	
Subtotal	**23 124**	
Grand total	**24 149**[a]	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: AOS = administrative and operational services; GEF = Global Environment Facility; PPPUE = Public-Private Partnerships for Urban Environment; SPPD = support for policy and programme development; STS = support for technical services; and TRAC = target for resource assignments from the core.